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March, 2015

Assessing the Strategic Credibility of Academic Library Circulation and Reference Departments

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Assessing the Strategic Credibility of Academic Library Circulation and Reference Departments

University
of Idaho

2015 ACRL Conference
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Strategic Credibility

Definition:

"Strategic credibility is defined as how others view the company's overall corporate strategy and its strategic planning capability."

Benefits:

- Improved relations with stakeholders
- Better morale of employees
- More goal focused employees
- Attracting talented people motivated by the strategy

Higgins and Diffenbach (1989)

Strategic Credibility Factors

Demonstrated
performance

Capability to
strategize

Communication of
organizational
strategy to key
stakeholders

Credibility of
organizational
leadership

Higgins (2002)

Methodology

Methodology: Strategic Planning and Mission Statements

- Individually examined Orbis Cascade Alliance college/university mission statements for themes
 - Discussed findings and reached consensus
- Individually examined Orbis Cascade Alliance Library Circulation/Reference/Ask A Librarian web pages for mission alignment
 - Discussed findings and reached consensus
- Negotiated common themes (how well-aligned)

Key Findings - Reference

Demonstrated performance

- 100% of Alliance reference services **do not** report statistics, assessment, or impact on reference webpages.

Capability to Strategize

- Only 3 references services pages include a mission statement. 15 libraries **do not** have reference webpages at all.

Communication to Stakeholders

- Most state **WHAT** they do (answer questions) but not **WHY** (learning, education, scholarship, student success).

Key Findings - Circulation

Demonstrated performance

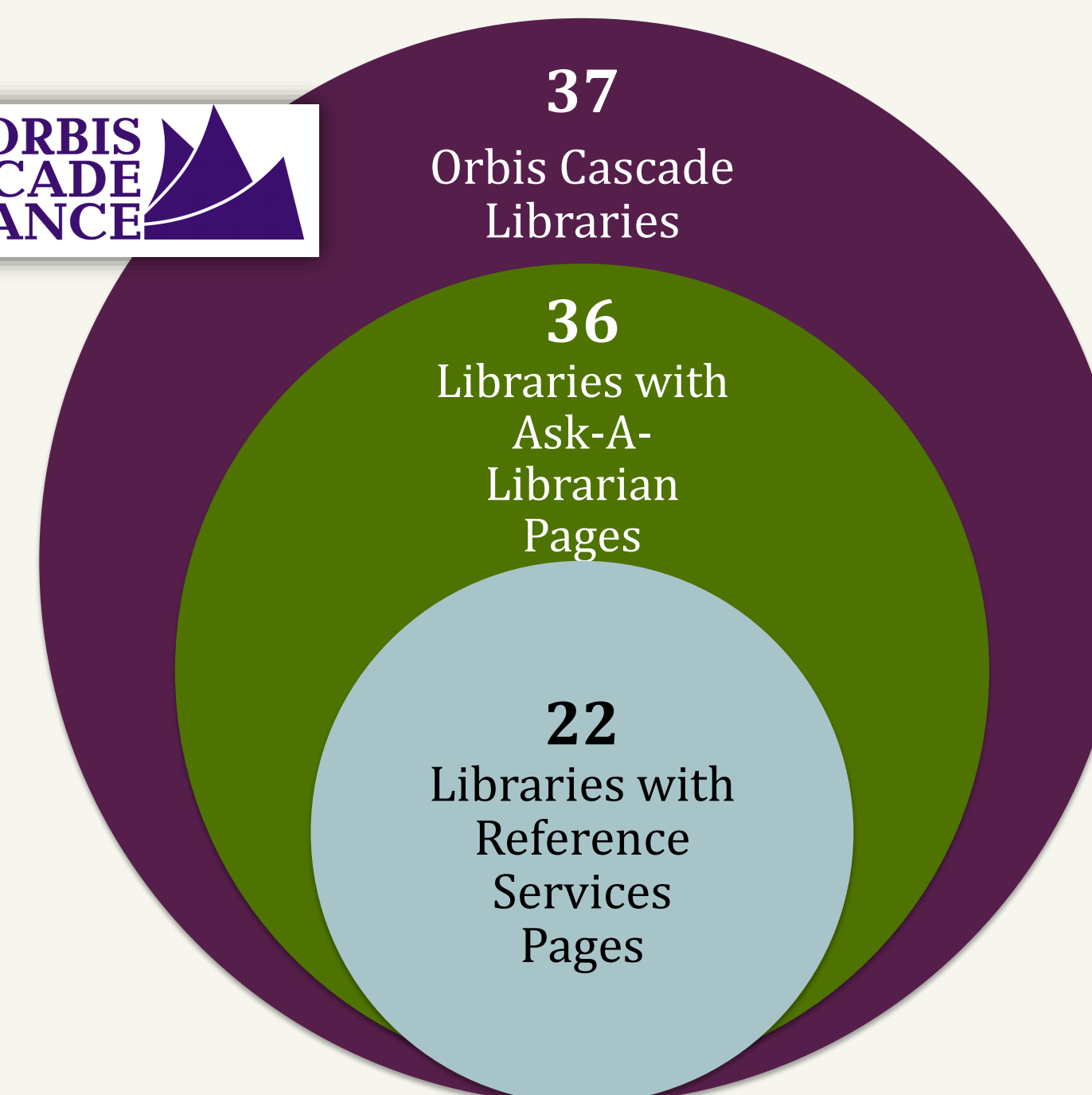
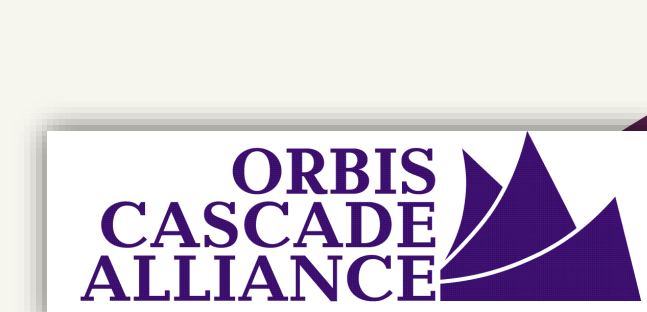
- 100% of Alliance circulation services **do not** report statistics, assessment, or impact on circulation webpages.

Capability to Strategize

- Only 1 circulation department page included a mission statement.

Communication to Stakeholders

- Most state **WHAT** they do (loan periods/fines) but not **WHY** (support research, increase access, reduce costs, student success).



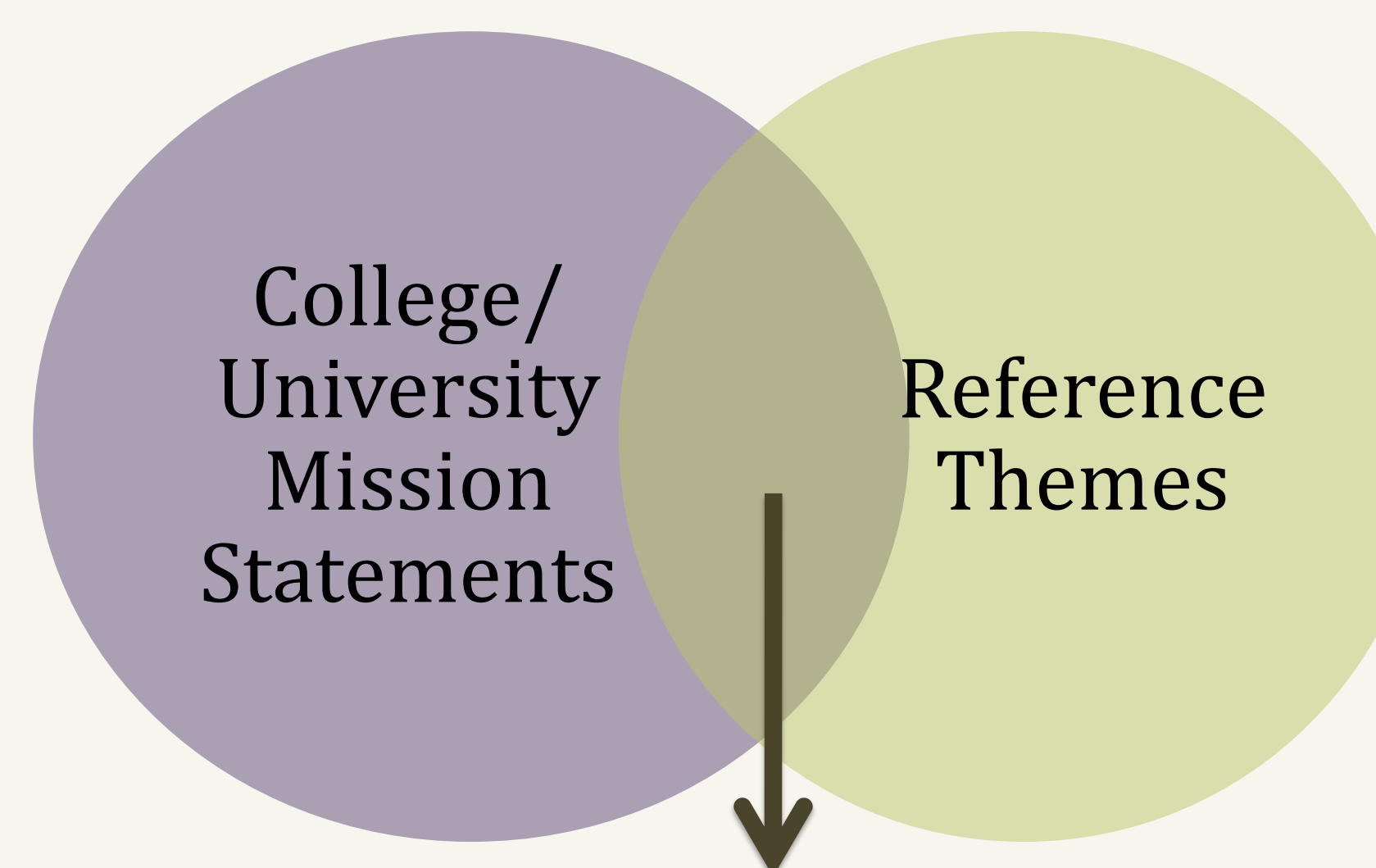
Overall Reference Services Alignment with College/University Mission

- 78% -- No alignment (29)
- 14% -- 1 common theme (5)
- 2% -- 2 common themes (1)
- 2% -- 3 common themes (1)
- 2% -- ALL common themes (1)

Overall Circulation Alignment with College/University Mission

- 73% -- No alignment (27)
- 22% -- 1 common theme (8)
- 5% -- 2 common themes (2)

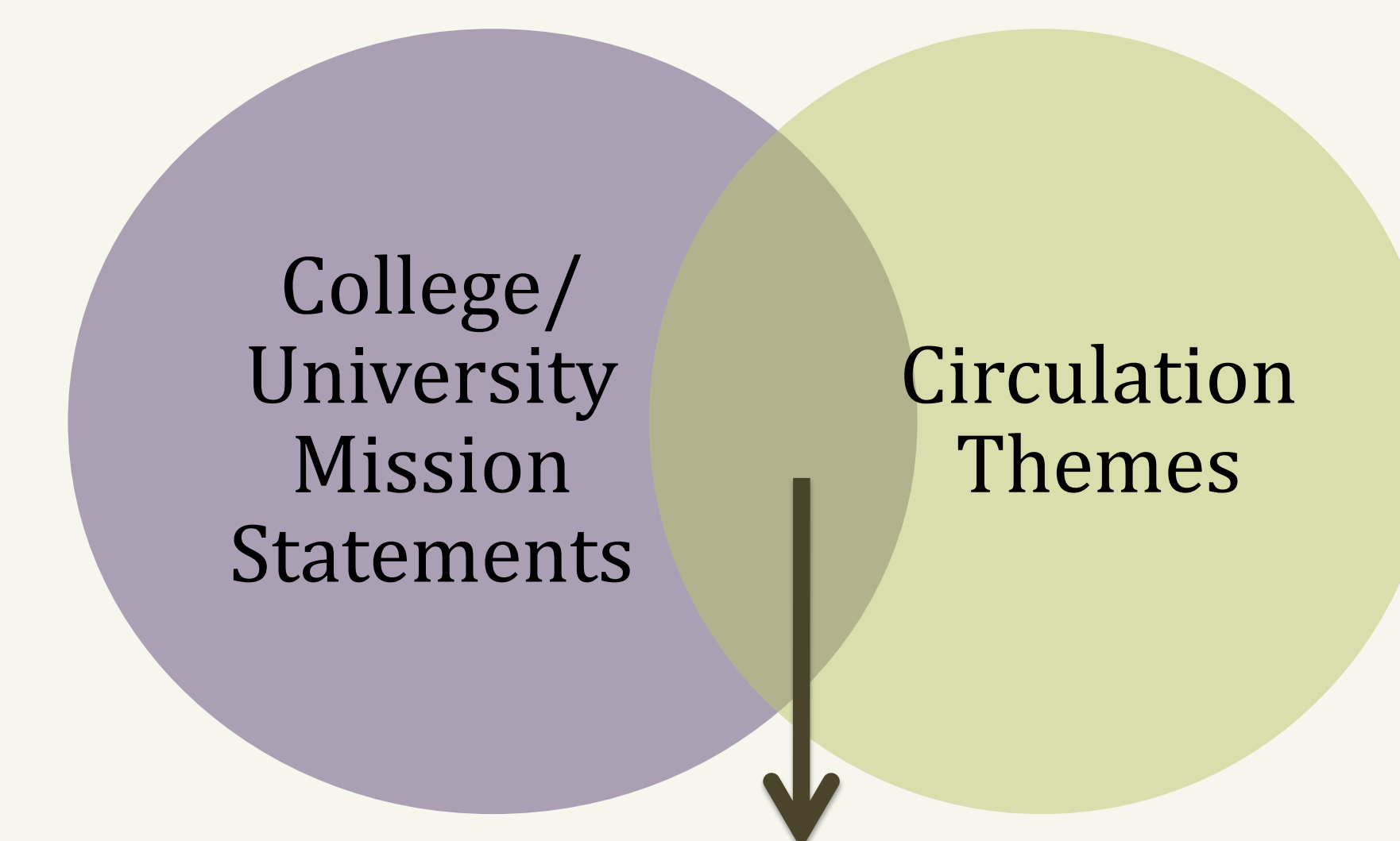
Common Aligned Themes in Mission Comparisons



Research (6)
Teaching (1)
Community (1)
Health (1)



Common Aligned Themes in Mission Comparisons



Access (6)
Community (4)
Study Areas (1)
Responsibility (1)

